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DCI/ICS 82-3906  
19 March 1982

MEMORANDUM FOR: Director, Intelligence Community Staff

FROM: Director, Office of SIGINT Collection  
Director, Office of HUMINT Collection  
Director, Office of Imagery Collection and Exploitation  
Director, Office of Assessment and EvaluationSUBJECT: Proposal for All-Source Assessment of Collection and  
Reporting ☐

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1. On 2 March 1982, you directed that we prepare an agreed proposal for an all-source assessment of collection and reporting on a given country. The assessment is to be undertaken jointly by our four offices. This memorandum sets forth our understanding of the purpose of this effort, indicates our choice of countries, outlines the methodology we would like to employ, and suggests a tentative schedule for the project.

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2. The purpose of this exercise is to determine the feasibility and utility of conducting an all-source assessment using a combination of seminar and interview techniques. The assessment will seek to ascertain the extent to which intelligence information needs have been satisfied by recent collection and reporting. The assessment will include an examination of the actual flow of reporting and the views of Community consumers on its adequacy. In the process of the assessment, apparent shortfalls and excesses in reporting will be identified to aid the Community in adjusting its collection and reporting efforts. Such adjustments could include changes in requirements, tasking, priorities, and dissemination so that a more productive and responsive balance among the collection disciplines can be achieved. As an added benefit to this approach, the Community's analysts will be made more aware of the collection and reporting available to them.

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3. Four criteria were used in selecting the countries for all-source assessment. First, we wanted the initial effort to be focused on a country that is relatively uncomplicated from an intelligence perspective (that is, fairly small and not the center of a current crisis). We envision that subsequent assessments will be undertaken on targets of increasing complexity. Second, we sought a balance among the collection disciplines, with each discipline making a significant contribution to reporting. Third, we wanted to select a country of substantial current interest to the Community. Fourth, the country had to be among those scheduled for review by the HUMINT Collection Office in order to reduce demands on the time of the Community.

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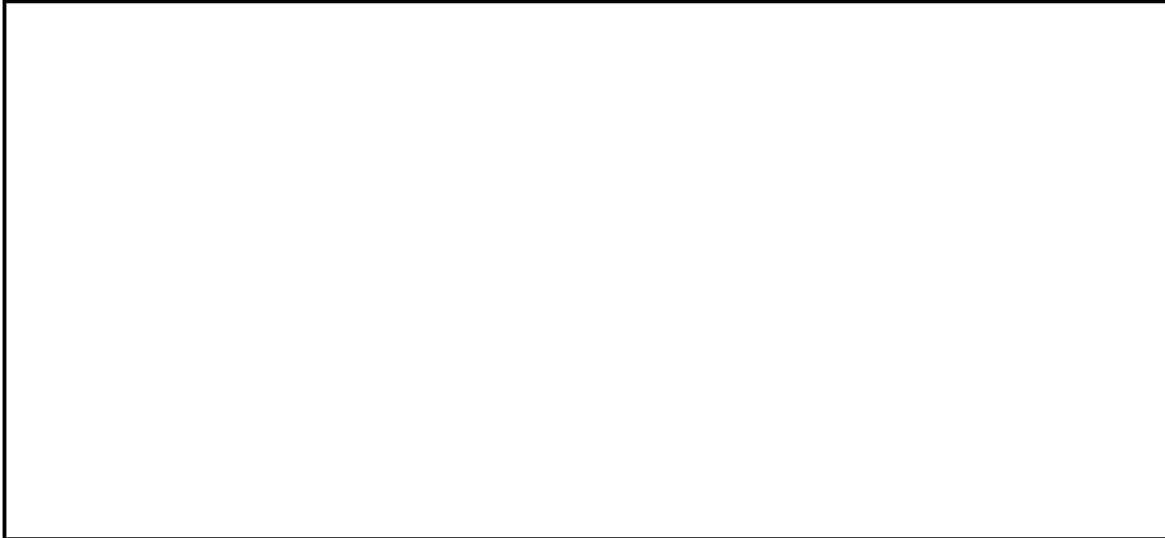
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4. We therefore recommend that this effort be undertaken in three stages:



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5. The first all-source assessment will be conducted in the following manner:

a. Existing collection requirements for SIGINT, HUMINT, and imagery will be reviewed by OA&E and a listing of information needs will be drafted on the basis of data provided by the collection offices.

b. A background document will be prepared by OA&E in coordination with OSC, OHC, and OICE. It will link national priorities and individual collection discipline priorities to the information needs. A tabulation of reports produced on each information need by each collection discipline will be assembled and included in the document. A similar tabulation of finished intelligence products on each information need will be compiled from available data.

c. A seminar chaired by the responsible National Intelligence Officer will be convened to assess the totality of intelligence collection reporting against each information need. Participation will include those suggested by OSC, OHC, and OICE, providing clearance difficulties can be accommodated.

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d. Individual follow-on interviews with analysts and participants in the assessment seminar will be conducted as needed. Supplemental material provided by any of the participants will be considered.

e. A report on the results of the assessment will be assembled by OA&E in coordination with the NIO, OSC, OHC, and OICE. It will be furnished to the collection offices and the D/ICS. ☐

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6. A tentative schedule is attached. ☐

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7. Your approval is requested to proceed as outlined above with the understanding that the process will be reviewed after the ☐ assessment is completed. If significant difficulties are encountered or if the results do not justify the effort, subsequent all-source assessments could be modified or cancelled. ☐

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Director, OSC

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Director, OA&amp;E

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Director, OICE

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Director, OHC

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APPROVED:

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Director, Intelligence Community Staff

Date 19 March 1982

DISAPPROVED:

Director, Intelligence Community Staff

Date

Attachment:

Tentative Schedule

*I await reports on the progress of this effort with high hopes.*

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